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A Marketing Research Study for Snowbird Ski and Summer Resort

Sarah Ishmail
sarahsoraya@gmail.com

Sunne Drinkwater

Matt Conran

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A Marketing Research Study for Snowbird Ski and Summer Resort

MARCH 2005
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PRELIMINARIES
ACKNOWLEDGMENTS

We would like to thank Simon Diggins of Snowbird Ski and Summer Resort for providing the basis for our research, and for providing us with contact information, refreshments for our group, and alerting Snowbird staff of our presence, which made our market research experience a positive one.

We would also like to thank Dr. Michael Guerts and Jared Hansen of the Marriott School Management at Brigham Young University for their help in editing our surveys and assisting with our analysis and recommendations for this report. Their help were greatly appreciated and could not have been as successful without their time and effort.

We would also like to thank our friends and family who were supportive of the time and effort we had to devote to make this project a success.
LETTER OF COMPLETION

31 March 2005

Simon Diggins
Director of Ski/Tour & Travel Sales
P.O. Box 929000
Snowbird, UT 84092-9000

Mr. Simon Diggins:

We would like to personally thank you for the opportunity to do market research for the Snowbird Ski and Summer Resort. We are happy to report that we have completed our objective to determine the attitudes, behavior and future expectations of Snowbird season ticket holders, and we have compiled a detailed report of our research and findings. We gathered and prepared all data carefully to avoid bias and error. We also prepared an analysis of the data and recommendations for Snowbird that should help your company continue to meet and exceed guest expectations.

We hope our report will be a useful tool in your marketing efforts, and helps to enlighten the Snowbird resort for additional selling opportunities to season ticket holders. Thank you so much for all of your time, cooperation, and help with this market research project. It has been a pleasure working with your company.

Sincerely,

Sarah Ishmail

Sunne Drinkwater

Matt Conran
EXECUTIVE SUMMARY
The Snowbird Ski and Summer Resort is one of the most popular ski destinations in Utah. Resort was named the number one ski resort in the United States by Skiing Magazine for three years. One of the reasons Snowbird is so popular is because the resort is committed to achieving the greatest possible satisfaction from its consumers. The Snowbird Resort commissioned students from Brigham Young University to determine the attitudes, behavior, and future expectations of holders of various Snowbird season ticket holders, and to help enlighten the resort about additional selling opportunities to their consumers.

The research in this project is based on the 277 surveys that were completed by various Snowbird season pass holders. We conducted this survey on the internet through a website called “Surveyz,” an online survey building and survey software website. Both quantitative and qualitative data were obtained from the survey we conducted, and our statistical analysis includes tests of significance, cross-tabulation, correlation, and regression. To limit bias in the survey, most of the questions were randomized. This was to ensure that we could provide the greatest accuracy possible for our clients.

Objectives
Primary research was gathered by our marketing team in order to meet the objectives listed below:

- What are the attitudes of season ticket holders toward the Snowbird resort?
- What expectations do season ticket holders have for Snowbird?
- What are some of the behaviors of Snowbird season ticket holders?
Conclusions

Based on our research, our group came to the following conclusions concerning the preferences and attitudes of Snowbird season ticket holders.

- Married Snowbird season pass holders tend to purchase 10 day individual passes, and single season pass holders tend to buy the K-12 and College passes from Snowbird.
- In general, season ticket holders do not take advantage of most of the summer and winter activities provided at the Snowbird Resort (i.e. tubing hill, ATV riding, alpine slide, etc.)
- Season pass holders tend not to buy extra ski days, but if they do decide to purchase they usually only buy five more days. The age group that is purchasing the most extra days on average is the 45-54 years of age.
- Friends and/or relatives are the most influential variable on season ticket holders’ decision to buy a season pass from Snowbird.
- In general, season ticket holders do not stay at Snowbird for their vacation nights.
- Males are more concerned about the snow quantity at Snowbird, which influences their decision to buy.
- Both males and females view the early purchase bonus of a free night at the Cliff Lodge as very valuable to their purchase decision.
- The early purchase bonus of a free Mountain School Adult lesson tends to be more valuable to females, and males are generally neutral to this particular bonus.
- Season ticket holders tend to not dine at the restaurants located at Snowbird when they are not skiing.
- In general, people do not visit the retail outlets at Snowbird. The demographic that frequent the retail outlets the most are the 55 and older age group.

Recommendations

We make the following recommendations to Simon Diggins and the Snowbird Resort according to our research and conclusions.

- Snowbird should advertise, specifically to season ticket holders, about the summer activities such as horseback riding, ATV tours, the Alpine Slide, and the Zip rider.
- Snowbird should advertise, specifically to season ticket holders, about the other winter activities such as the tubing hill, ski race events, ice skating, and snowmobiling.
- Snowbird should advertise more of its early and regular purchase bonuses, such as free lessons at the Mountain School or discounts on retail, to their season ticket holders.
- Snowbird should also advertise their available nights stay at the Cliff Lodge to the season ticket holders.
- Snowbird season ticket holders feel that the Peruvian Lift would be an important upgrade; therefore, Snowbird should consider the possibilities to upgrading this.
- Snowbird should strongly advertise their restaurants to the season ticket holders, such as The Rendezvous, General Grits, The Steak Pit, and The Atrium.
- Snowbird should advertise the retail outlets at Snowbird such as Wings, Oakley Store, Christy Sports, Cliff Sports, and Grits to their season ticket holders in order to inform them of their products and services.
INTRODUCTION
Purpose
The data that was collected, researched, and analyzed for this market research study is for the exclusive use of the Snowbird Ski and Summer Resort, which is located in Snowbird, Utah. The main purpose for this study is to determine the attitudes, behavior and future expectations of various Snowbird season ticket holders, and to help inform the Resort for additional selling opportunities to their customers. This report is meant to help Snowbird determine the purchase intentions, behaviors, value of Snowbird pass compared to other resorts, use of dining services at Snowbird, variables that could improve the Snowbird Resort, and the overall satisfaction of their season ticket holders. Basic demographic information including age, gender, marital status, number of children, and ski preference and ability will be outlined in our study.

Research Objectives
The purpose of this marketing research study was to answer the following questions for Snowbird Resort:

- What is the overall satisfaction of Snowbird season ticket holders?
- How influential were different variables in consumers' decision to purchase Snowbird season tickets this season?
- What type of season pass do the majority of Snowbird consumers purchase?
- How do consumers value the Snowbird Resort compared to their competitors?
- What are the primary modes consumers use to purchase their season pass?
- What different variables impact the number of days consumers used their pass?
- How many ski vacations season pass holders take to Snowbird?
- How many vacation nights do they spend at the Snowbird resort?
- Do Snowbird season ticket holders hold passes to other resorts besides Snowbird?
- Do season pass holders dine at Snowbird restaurants?
- Do Snowbird customers take advantage of the various winter season activities at the resort?
- Do Snowbird customers take advantage of the various Snowbird summer season activities?
- What sort of ideas could be implemented at the resort to improve their value, quality, and service to season pass holders?
Methodology

Our group was only able to use primary research in gathering our data for this marketing research project.

Primary Research

Our marketing research team used an internet survey as our main mode of gathering data for our analysis.

Determining Sample Size

To determine sample size that we needed for accurate research, we used the statistical formula of:

\[
n = \frac{Z^2 \times \sigma^2}{E^2}
\]

in which:

- \( n \) = Sample Size
- \( Z \) = Level of Significance (Expressed as a Z-Score)
- \( \sigma \) = Population Standard Deviation (\( \sigma^2 \) = Population Variance)
- \( E \) = Acceptable Amount of Sampling Error

In order to calculate a sample size with these variables, we used a Z-Score of 1.645, which is a 90% level of significance. We also used a population variance of 3.3, and we obtained this number from the scale provided by Dr. Michael Geurts that determines what variance should be used on a 7-point scale, like our project is. For the acceptable amount of sampling error, 0.5 was used. As a result of using these values, the calculation yielded a necessary sample of \( \frac{Z^2 \times \sigma^2}{E^2} \) respondents for the survey.

Data Method

Internet surveys via email were the single source of our data. Of the 1,958 surveys distributed, we used 336 of the surveys filled out for our analyses. The survey was gathered over a two-a-half week time period. They were solely distributed by Surveyz.com to season ticket holders with email addresses.
Errors and Limitations

As a marketing research group, we took all measures to decrease the chances of errors and limitations, but it is impossible to completely rid them. The following are limitations that should be considered when using this report:

Sampling Error
Because we lack the ability to take a census population of all season ticket holders at Snowbird, we may have experienced some sampling error. In order to minimize this error, we used statistical tools to calculate a suitable sample size.

Non-Response Error
Out of the 1,958 surveys distributed, 1,622 of these were not filled out. For those that were filled out, 277 of the surveys were successfully completed, and 63 were only partially completed, but still very valuable to our findings. The data is solely analyzed from season ticket holders that provided email addresses, even though there are others who possess season tickets at Snowbird. Our data should be used as a representative of the season ticket holder population with some flexibility to tolerate for the other holders without provided email addresses.

Response Error
A potential type of response error could be the misinterpretation of the questions asked. Respondents may possibly interpret the questions differently than we are attempting to ask, which can cause skewed results. We have conducted chi-square analyses and z-test to determine the possibility of this error occurring and we are secure in our analyses that it has been reduced.

Limited Scope
The surveys gathered for the data were available for two-and-a-half weeks during the month of March via email, and they were distributed using Surveyz.com. There are other season ticket holders who did not receive an internet survey, so their opinions and preferences may differ from those representing the population.
Limited Funds and Time
We were not capable to afford the money or time to complete a census survey of all the ticket holders of Snowbird, which allows the possibility of a non-representative sample. To lower the risk of this happening, we took the necessary steps against sampling error.
Procedures

We issued an internet survey to all of the Snowbird season pass holders according to the information we were given by the Snowbird marketing department. We received 277 responses to our survey. The data we compiled was then analyzed according to the following categories:

- Gender
- Age
- Marital status
- Number of children
- How long the person has been a season pass holder
- Type of season pass
- Influences to purchase
- Value of Snowbird pass compared to other resorts
- Variables that impact the number of days the pass is used
- Number of ski vacations taken to Snowbird
- Number of vacation nights spent at the resort
- If they hold passes to other resorts besides Snowbird
- Use of Snowbird competitors when consumers do not hold a season pass
- Dining at Snowbird restaurants
- Snowbird winter season activities
- Snowbird summer season activities
- Variables that could improve the Snowbird Resort
- Purchase intention
One of the demographic questions required on our survey was the gender of the survey participants. This information is very helpful in analyzing the data we have compiled. Our results show that of those that participated, 75 percent of respondents were male and 24 percent were female.
We divided the age demographic into several ranges to help increase the response for this question on our survey. The ranges of ages are broken up into groups of nine and are listed on the survey as followed: 14 years or younger, 15 to 24, 25 to 34, 35 to 44, 45 to 54, and 55 years or older.
In our survey, we asked respondents several demographic questions so we could better understand the Snowbird season ticket holders. One of those questions asked the number of children the survey respondent had. Respondents were asked to list if they had zero, one, two, three, four, five, or six or more children.
Another important demographic question on our survey inquired about the marital status of survey respondents. Respondents were given the option to list if they were married, single, divorced, separated, or widowed. The majority of the respondents fell into the married or single marital status category.
To understand the satisfaction of the Snowbird season ticket holders, it is important to know how long they have held a season pass to the Snowbird Resort. The above chart shows the number of years (including the current year) respondents have been Snowbird season ticket holders *non-consecutively*. We will use the demographic information we acquired in our survey for our research and analysis.
### Influence of Marital Status on Type of Plan

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Single</th>
<th>Married</th>
<th>Divorced</th>
<th>Widowed</th>
<th>Separated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-day Individual</td>
<td>14</td>
<td>35</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10-day Family</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15-day Individual</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>20-day Individual</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20-day Family</td>
<td>0</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>25-day Family</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>30-day Family</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>40-day Family</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Perfect 10 (Chairs only)</td>
<td>5</td>
<td>16</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Perfect 10 (Tram)</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Midweek Pass (Chairs only)</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>K-12 Chairs only Pass (Non-College kids)</td>
<td>26</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>K-12 Tram Pass (Non-College kids)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>College Chairs only Pass (College students)</td>
<td>31</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>College Tram Pass (College students)</td>
<td>19</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unlimited (Chairs only)</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Unlimited (Tram)</td>
<td>7</td>
<td>16</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unlimited Alta/Snowbird</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>122</td>
<td>14</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

When we ran a Chi-Square Test between the type of plan season ticket holders purchase and marital status, we found that it is statistically significant. The Chi-Square value was .000; therefore we can conclude that there is a statistical significance at a 100% confidence level. Specifically, it is statistically significant that married season ticket holders tend to purchase 10 day individual passes, and single season ticket holders tend to purchase K-12 chairs only passes, college chair only passes, and college tram passes.
When we ran a correlation test between the extra days purchased at Snowbird and the age of season ticket holders, we found that there was a moderately strong association between the two variables. The correlation value (R) was .28, which is relatively high so we also ran a linear regression on these two variables. The correlation value (R) shows the strength of the relationship between the two variables. The regression of these two values will show the magnitude of the association. The regression value for these variables was .2. The graph above shows the trend that as pass holders get older, they tend to buy more extra days. The age group of 45-55 years old on average bought the most extra ski days in every category.
The Influence of a Friend/Relative on Decision to Buy and Marital Status

![Graph showing influence of friends/relatives on decision to buy by marital status.]

When we ran a Chi-Square Test between the influence of a friend/relative on the season pass holders’ decision to purchase and marital status, we found that it is statistically significant. The Chi-Square value was .000; therefore we can conclude that there is a statistical significance at a 100% confidence level. So it is statistically significant that single and married season pass holders’ decision to buy a Snowbird season pass is influenced very much by their friends and relatives.
Snow Quantity and Gender

Influence of Snow Quantity

When we ran a Chi-Square Test between gender and if the snow quantity of Snowbird influences their purchase decision, we found that it is statistically significant. The Chi-Square value was .076; therefore we can conclude that there is a statistical significance at a 92.4% confidence level. So it is statistically significant that males believe that the snow quality is very influential to their decision to purchase Snowbird season tickets in the current year.
Early Purchases Bonus and Marital Status

Value of Free Month Membership at Canyon Racquet Club

When we ran a Chi-Square Test between the one month free membership to the Canyon Racquet Club and marital status, we found that it is statistically significant. The Chi-Square value was .001; therefore we can conclude that there is a statistical significance at a 99.9% confidence level. So it is statistically significant that every category of marital status viewed the free membership as not influential to their purchase decision of a Snowbird season pass.
When we ran a Chi-Square Test between the early purchase bonus of a free night at the Cliff Lodge and gender, we found that it is statistically significant. The Chi-Square value was .027; therefore we can conclude that there is a statistical significance at a 97.3% confidence level. So it is statistically significant that females view the free night at the Cliff Lodge as influential to their purchase of a Snowbird season pass.
Early Purchases Bonus and Gender

Value of a Free Mountain School Adult Lesson

When we ran a Chi-Square Test between the early purchase bonus of a free Mountain School adult lesson and gender, we found that it is statistically significant. The Chi-Square value was 0.002; therefore we can conclude that there is a statistical significance at a 99.8% confidence level. So it is statistically significant that females view the free Mountain School adult lesson as very influential to their purchase decision of a Snowbird season pass.
We ran a correlation test between the regular purchase bonus of ski bus access and the number of children season ticket holders have. We found that there was a moderately strong association between the two variables. The correlation value (R) was -.23, which is relatively high so we also ran a linear regression on these two variables. The correlation value (R) shows the strength of the relationship between the two variables. The regression of these two values will show the magnitude of the association. The regression value for these variables was -.24. Because these numbers are negatively correlated, this means as one variable goes up in value; the other variable goes down in value. The graph above shows the trend that the fewer children the pass holder has the more they value the ski bus access bonus.
When we ran a Chi-Square Test between the regular purchase bonus of a 10% Cliff Spa discount and marital status, we found that it is statistically significant. The Chi-Square value was .035; therefore we can conclude that there is a statistical significance at a 96.5% confidence level. So it is statistically significant that both single and married pass holders are neutral to the discount or perceive it as only somewhat valuable.
Regular Purchase Bonus of $99 Passes for Children

We ran a correlation test between the regular purchase bonus of $99 passes for children and the number of children of season ticket holders. We found that there was a moderately strong association between the two variables. The correlation value (R) was .38, so we also ran a linear regression on these two variables. The correlation value (R) shows the strength of the relationship between the two variables. The regression of these two values will show the magnitude of the association. The regression value for these variables was .48. The $99 passes for kids was also associated with marital status and gender. When we ran a Chi-Square Test between the regular purchase bonus of a $99 passes for children and marital status, we found that it is statistically significant. The Chi-Square value was .001; therefore we can conclude that there is a statistical significance at a 99.9% confidence level. The Chi-Square value for gender and the $99 passes were .033; therefore we can conclude that there is a statistical significance at a 96.7% confidence level. It is statistically significant that male married pass holders deem the $99 passes for children as very valuable to their purchase decision.
Importance of Kids Ski Free and Number of Kids

We ran a correlation test between the importance of kids skiing free and the number of kids. We found that there was a moderately strong association between the two variables. The correlation value (R) was .44, so we ran a linear regression on these two variables. The regression value for these variables was .54. Because these numbers are positively correlated, this means that as one variable goes up, the other variable also goes up. This shows that the parents with children believe that kids skiing free are very important to them. Parents with 2 or 3 kids, on average, find it very important to have free skiing for children 12 years of age and under.
When we ran a Chi-Square Test between the upgrade of the Peruvian Lift and marital status, we found that it is statistically significant. The Chi-Square value was .012; therefore we can conclude that there is a statistical significance at a 98.8% confidence level. So it is statistically significant that the majority of single, married, and divorced season pass holders believe the Peruvian lift is very important to upgrade.
When we ran a Chi-Square Test between the upgrade of the Chickadee Lift and marital status, we found that it is statistically significant. The Chi-Square value was .039; therefore we can conclude that there is a statistical significance at a 96.1% confidence level. So it is statistically significant that the majority of single and married season pass holders believe the Chickadee lift is not an important lift to upgrade.
We ran a correlation test between the upgrade of the Aerial Tram and length of time respondents have been a season ticket holder. We found that there was a moderately strong association between the two variables. The correlation value (R) was .23, which is relatively high so we also ran a linear regression on these two variables. The correlation value (R) shows the strength of the relationship between the two variables. The regression of these two values will show the magnitude of the association. The regression value for these variables was .21. This shows that there is an association between the length of time respondents have had Snowbird season tickets and how important the upgrade of the Aerial Tram is.
When we ran a Chi-Square Test between the satisfaction rating of the Mountain School and gender, we found that it is statistically significant. The Chi-Square value was 0.047; therefore we can conclude that there is a statistical significance at a 95.3% confidence level. So it is statistically significant that both genders almost equally view the Mountain School as having no impact on their satisfaction level of the Snowbird Resort.
When we ran a Chi-Square Test between the satisfaction rating of the parking at Snowbird and marital status, we found that it is statistically significant. The Chi-Square value was .002; therefore we can conclude that there is a statistical significance at a 99.8% confidence level. So it is statistically significant that married season pass holders are mostly satisfied with the parking at Snowbird, but on average every category of marital status was at least somewhat satisfied with the parking at Snowbird.
We ran a correlation test between the satisfaction rating of the ticket office and the age of season ticket holders. We found that there was strong association between the two variables. The correlation value (R) was .35, which is relatively high so we also ran a linear regression on these two variables. The regression value for these variables was .32. We can conclude that the age group of 45-54 is most satisfied with the service of the ticket office, then the age group of 35-44.
We ran a correlation test between the satisfaction rating of the ticket office and the number of children season ticket holders have. We found that there was a moderately strong association between the two variables. The correlation value (R) was .26, so we also ran a linear regression on these two variables. The regression value for these variables was .18. This shows that the trend is that the fewer children the pass holder has the more satisfied they are with the service of the ticket office.
Satisfaction of the Ski Patrol and Age

We ran a correlation test between the satisfaction rating of the ski patrol and the age of season ticket holders. We found that there was a moderately strong association between the two variables. The correlation value (R) was .24, so we also ran a linear regression on these two variables. The regression value for these variables was .24. This shows that the majority of people in every age group are satisfied with the ski patrol, but the 25-34 age group is the most satisfied with the ski patrol service.
When we ran a Chi-Square Test between the lead time for the Pre-Labor Day purchase and marital status, we found that it is statistically significant. The Chi-Square value was .006; therefore we can conclude that there is a statistical significance at a 99.4% confidence level. So it is statistically significant that the majority of single, married, and divorced season pass holders believe the lead time for the Pre-Labor Day purchase was sufficient.
When we ran a Chi-Square Test between the convenience of picking up the Snowbird season passes and gender, we found that it is statistically significant. The Chi-Square value was .047; therefore we can conclude that there is a statistical significance at a 95.3% confidence level. So it is statistically significant that males believe that it is convenient to pick up their season pass after they have purchased it from Snowbird.
Impact of Weather on the Number of Days Use Pass and Marital Status

When we ran a Chi-Square Test between the convenience of picking up the Snowbird season passes and gender, we found that it is statistically significant. The Chi-Square value was .029; therefore we can conclude that there is a statistical significance at a 97.1% confidence level. So it is statistically significant that weather conditions have no impact on the number of days that single, married, and divorced pass holders use their season pass to Snowbird.
We ran a correlation test between the number of vacation nights season pass holders spend at Snowbird and the age of season ticket holders. We found that there was a moderately strong association between the two variables. The correlation value (R) was .35, so we also ran a linear regression on these two variables. The regression value for these variables was .38. This shows that the trend is that most season pass holders do not stay at Snowbird for their vacation nights. The age group of 25-34 was had the highest number of people who stayed at Snowbird and they usually spent on average 1 to 2 nights.
Number of visits to "The Rendezvous" and Marital Status

When we ran a Chi-Square Test between the number of visits to “The Rendezvous” and marital status, we found that it is statistically significant. The Chi-Square value was .000; therefore we can conclude that there is a statistical significance at a 100% confidence level. So it is statistically significant that most married, single, divorced, and separated do not visit the restaurant.
We ran a correlation test between the number of times season pass holders visit the retail outlets at Snowbird and the age of season ticket holders. We found that there was a moderately strong association between the two variables. The correlation value (R) was .38, so we also ran a linear regression on these two variables. The regression value for these variables was .41. This shows that the trend is that most season pass holders do not visit the retail outlets. The age group of 55 and older had the highest number of people who shopped at the retail outlets and they usually visited 6 or more times a year.
When we ran a Chi-Square Test between the importance of the nightlife at Snowbird and marital status, we found that it is statistically significant. The Chi-Square value is .016; therefore we can conclude that there is a statistical significance at a 98.4% confidence level. This shows that the divorced group is the most neutral about the nightlife at Snowbird. Out of all the categories, singles found the importance of the nightlife at Snowbird the most important out of all categories.
When we ran a Chi-Square Test between the number of times season ticket holders use the tubing hill and marital status, we found that it is statistically significant. The Chi-Square value was .000; therefore we can conclude that there is a statistical significance at a 100% confidence level. So it is statistically significant that most married, single, divorced, and separated do not visit the tubing hill.
We ran a correlation test between the awareness of season pass holders in using extra ski days for summer services and the length the person has been a season pass holder. We found that there was a moderately strong association between the two variables. The correlation value (R) was -.53, so we also ran a linear regression on these two variables. The regression value for these variables was -.11. Because these numbers are negatively correlated, this means as one variable goes up in value; the other variable goes down in value. This shows that the trend is that the longer respondents have been season pass holders the more aware they are about using ski lifts for summer activities. The highest number of people who know about this service are people who have been pass holders for 12 or more years.
Importance of Expansion of Night Skiing and Age

We ran a correlation test between the importance of the expansion of night skiing to season pass holders and the age of season ticket holders. We found that there was a moderately strong association between the two variables. The correlation value (R) was -.34, which is relatively high so we also ran a linear regression on these two variables. The regression value for these variables was -.51. This shows that the age group of 15-24 views the expansion of night skiing as very important at Snowbird resort.
When we ran a Chi-Square Test between the warming huts in the parking lots and gender, we found that it is statistically significant. The Chi-Square value is .017; therefore we can conclude that there is a statistical significance at a 98.3% confidence level. This means that it is statistically significant that the gender of season ticket holders have no impact on the warming huts in parking lots.
Impact of Experience at Snowbird with Lower Prices on Food and Gender

When we ran a Chi-Square Test between lower prices on food and gender, we found that it is statistically significant. The Chi-Square value is .006; therefore we can conclude that there is a statistical significance at a 99.4% confidence level. This means that it is statistically significant that lower prices have a more significant impact to women. The majority of women said that having lower prices on food would have a positive impact on their experience at Snowbird.
When we ran a Chi-Square Test with purchasing season tickets next season and gender, we found that it is statistically significant. The Chi-Square value is .035; therefore we can conclude that there is a statistical significance at a 96.5% confidence level. This means that it is statistically significant that men are very likely to purchase season tickets next season, compared to the women who only are likely to purchase season tickets next season.
We ran a correlation test between purchasing a season tickets next season and the length of being a season ticket holder. We found that there was a moderately strong association between the two variables. The correlation value (R) was .308, so we ran a linear regression on these two variables. The regression value for these variables was .18. Because these numbers are positively correlated, this means that as one variable goes up, the other variable also goes up. This shows that season pass holders who have had their passes for 12 or more years are very likely to purchase season tickets next season. The length of 2-3 years and 4-5 years also had the highest number of people who are very likely to purchase season tickets for next season.
Purchase Intention for Snowbird Season Tickets

In our survey, we asked Snowbird season ticket holders:

“How likely are you to buy a Snowbird season ticket plan next season?”

Using only raw data, we can draw conclusions to find the percentage of those who will purchase season tickets next season from each option of the “Likeliness to Purchase” graph below. This graph shows the percentage of each category of responses in regards to purchasing season tickets again from the respondents who answered this question.

This data shows that almost 44% of those that responded are very likely to buy season tickets again.
We used a purchase intention probability chart, which gives a more accurate measure of how many consumers will buy season tickets next season out of all the response options. Out of the 336 surveys to be filled out, 260 respondents informed us as to their likelihood to purchase season tickets to Snowbird for the following year. The following table shows the number of respondents for each answer and the corresponding percentage as to how likely they are to purchase again:

<table>
<thead>
<tr>
<th>#</th>
<th>Survey Response</th>
<th>Number of Responses</th>
<th>Actual Probability of Purchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Very Likely</td>
<td>114</td>
<td>70%</td>
</tr>
<tr>
<td>6</td>
<td>Likely</td>
<td>71</td>
<td>52.5%</td>
</tr>
<tr>
<td>5</td>
<td>Somewhat Likely</td>
<td>40</td>
<td>42%</td>
</tr>
<tr>
<td>4</td>
<td>I Don’t Know</td>
<td>18</td>
<td>35%</td>
</tr>
<tr>
<td>3</td>
<td>Somewhat Unlikely</td>
<td>11</td>
<td>22.5%</td>
</tr>
<tr>
<td>2</td>
<td>Unlikely</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td>1</td>
<td>Very Unlikely</td>
<td>3</td>
<td>0%</td>
</tr>
</tbody>
</table>

Based on these survey results and using the probabilities in the table listed above, the number of season ticket holders likely to purchase season tickets again is calculated as follows:

\[
(114 \times 0.7) + (71 \times 0.525) + (40 \times 0.42) + (18 \times 0.35) + (11 \times 0.225) + (3 \times 0.10) + (3 \times 0.0) = 142.95
\]

Out of the respondents who answered this question, approximately 142 of them will purchase a Snowbird season ticket pass for the upcoming year.

This data concludes that approximately 54.9% (142.95/260) of those that responded will purchase a Snowbird season ticket pass for the upcoming year.
**Additional Research Findings**

This section contains important findings that we think could be helpful to the Snowbird senior management but that was not used in our analysis.

- Extra ski days
- Most popular season ticket plans
- How they learned about season pass
- Knowledge of early and regular purchase bonuses
- Value of season ticket bonus
- Ski preference and ability
- Importance of lift upgrades
- Ratings of different Snowbird services
- How pass holders purchase their season tickets
- Lead time of Pre-Labor day purchase
- Convenience of ordering tickets at Snowbird
- Convenience of picking up your season pass
- Awareness of summer uses for unused ski days
- Variables that impact consumers use of summer activities
- Use of retail outlet stores
- Use of rental facilities
- Awareness of Mountain School programs
- Ideas for services that could improve the consumers experience at Snowbird
- Mode of purchasing season pass
Season ticket plans

On our survey, we required survey respondents to indicate the type of season ticket plan they purchased for the current ski season. The most popular packages were the 10 day individual plan and College Chairs only pass. The chart above shows the different types of plans that Snowbird offers on the X-axis and the number of people who responded to this question on the Y-axis. The total number of survey respondents that completed the survey was 277.
This is a graph of how many extra ski days season ticket holders have purchased in addition to their current pass. The graph shows that the majority of season ticket holders have purchased no extra ski days for the current ski season.
In our survey, we asked respondents to rate the value of the Snowbird season pass compared to their competitors. On average, survey respondents believe that the Snowbird season pass is more valuable than the competition.
Learned about the Snowbird Season Pass

How Holders Learned About Their Season Ticket Passes

On our survey we asked season ticket holders to indicate how they learned about their season ticket passes. The respondents from our survey indicated that they learned about the Snowbird season pass from a friend, relative, or from the internet.
Knowledge of Early and Regular Purchase Bonuses

The survey asked the season ticket holders if they were aware of early and regular purchase bonuses.

The results from our survey for the early purchase bonuses are as follows:

- 22.6 percent of respondents knew about the summer tram pass
- 20.8 percent of respondents knew about the free night at the Cliff Lodge
- 15.1 percent of respondents knew about the free Mountain School lesson
- 12.8 percent of respondents knew about the free month at the Racquet Canyon Club

The results from our survey for the regular purchase bonuses are as follows:

- 50.7 percent of respondents knew about the ski bus access
- 46.9 percent of respondents knew about the one year free subscription to Skiing Magazine
- 28.8 percent of respondents knew about the $99 matching passes for children
- 11.3 percent of respondents knew about the 20% retail discount
- 6.8 percent of respondents knew about the 10% Cliff Spa discount
The survey we issued focused on gaining research on what season ticket holders valued about Snowbird and its resources. The graph below shows that Snowbird season ticket holders view the free night at Cliff Lodge, the $99 passes for children, the ski bus access, and the summer tram pass as the most valuable season ticket bonuses.
Most season ticket holders do not participate in the telemark activity. Skiing is the most preferred activity by Snowbird season ticket holders and this venue contains the most expert ability. Knowing the preferences and abilities of the Snowbird season ticket holders will help the resort to focus on different activities and services that will satisfy its season pass holders.
Importance of Lift Upgrades

Our survey asked respondents to rate their feelings on the importance of upgrading different lifts at the Snowbird resort. The graph shows that survey respondents believe that the most important lift to upgrade is the Little Cloud, the Gad 2, and the Peruvian lift.
Our survey sought to find the satisfaction levels of season ticket holders about the different services at Snowbird Resort. Respondents were satisfied with the lift attendants, the lift system, the ski patrol, and the quantity and quality of the grooming of the runs. People really had no opinion about the Mountain School, rental services, parking attendants, ticket office, information desk, and the quality of the restaurants.
As shown in the graph, respondents from our survey were satisfied with their Pre-Labor Day purchases and felt that the lead time on their Pre-Labor Day purchases of season tickets was sufficient.
Convenience of Ordering Tickets at Snowbird

Respondents of our survey felt that ordering season pass tickets at the Snowbird Resort was convenient. The majority of respondents felt that it was convenient or they did not have an opinion.
Convenience of Picking up your Season Pass

The survey respondents felt that it was convenient for season ticket holders to pick up their pass at the Snowbird Resort after they had purchased it. The convenience ratings are very high and hardly any respondents felt that picking up a Snowbird season pass was inconvenient.
Awareness of Summer Uses for Unused Ski Days

Out of the 277 respondents only 27 percent were aware that they could use unused ski days during the summer for other Snowbird services. This shows that the majority of season ticket holders at Snowbird are unaware of this service.
Variables that Impact Consumers Use of Summer Activities

From the results of our focus group, we brainstormed many ideas on ways to increase the use of Snowbird summer activities. Respondents from our survey thought that the three most important variables that would increase their use of summer activities are: discounts for season ticket holders, coupons, and better trails for biking.
As the graph above shows, the use of the retail outlets at Snowbird is vastly underutilized. Most respondents have never used the retail outlets or have only used them once.
Use of Rental Facilities

Ve listed the three rental facilities located at Snowbird to find out how much season ticket holders are using these stores to rent equipment. On average, most Snowbird season ticket holders do not use the Snowbird rental facilities to rent equipment.
Awareness of Mountain School Programs

Which of the following Snowbird Mountain School Programs are you aware of?

- Multi-week programs for adults/kids: 15%
- Speciality Camps: 20%
- Programs for Beginners: 3%
- Classes for Children: 17%
- None: 45%

Snowbird was concerned about the awareness of their various Mountain School programs among season ticket holders. The graph above shows that about half of the survey respondents were unaware of any of the Snowbird Mountain School programs.
Ideas for Services that could Improve the Consumers Experience at Snowbird

From the findings of our focus group, our team put together a list of ideas that could improve the Snowbird resort for its season ticket holders. The majority of survey respondents felt that group discounts could be a great service offered to pass holders.
Research from our survey indicates that the main way season ticket holders like to purchase their pass is from the Snowbird website. Hardly any of the respondents showed that they purchase their tickets from ski shows, mail, telephone, or other modes of purchasing.
ONCLUSIONS AND ECOMMENDATIONS
Conclusions
Based on our findings, we came to the following conclusions about Snowbird season ticket holders’ preferences and attitudes about the Snowbird Resort.

Target Audience of Snowbird Season Ticket Holders
The target audience of Snowbird season ticket holders is males with an average age of 25-34 years old who do not have children. There is almost an equal number of married (48%) to single (46%) season ticket holders frequenting the resort.

Extra Ski Days
Most season ticket holders do not buy extra ski days from Snowbird, but the people who do are usually in the 45-54 age group. Five extra ski days is the most bought package of all of the extra ski days.

Bonuses
The free membership to the Canyon Racquet Club was very unpopular to most season ticket holders, whereas the value of a free night at the Cliff Lodge was extremely popular with both males and females. Overall, the free Mountain School adult lesson was considered valuable and females tended to value it the most. The regular purchase bonus of ski bus access was more popular to season ticket holders that did not have children; the more children the pass holder had, the less they valued this bonus. Season pass holders tended to view the regular purchase bonus of a 10% Cliff Spa discount as somewhat unvaluable, or they were neutral about this bonus. Generally, the $99 passes for children are more popular to season ticket holders who have children. Parents with 2 or 3 kids view the “kids ski free” service as very important to their Snowbird experience.

Purchase Intention for Next Season
Male season ticket holders have more intention to buy a season pass to Snowbird next year. Females also have only a moderate intention to buy.

Lift Upgrades
Season ticket holders viewed the Peruvian Lift as the most important lift to be upgraded. They also viewed the Chickadee Lift as the least important lift to be upgraded; and pass holders were neutral about upgrading the Aerial Tram Lift.

Satisfaction of Snowbird Services
Season pass holders are generally neutral or satisfied with the service of the Snowbird Mountain School. This could be because most people do not use the Mountain School so they do not have a definitive opinion about the service. People ranged from dissatisfied to satisfied opinions about the parking at Snowbird. Married couples tend to be more satisfied with the parking, singles tend to be more neutral about the parking, and divorcees tend to be only somewhat
satisfied with the parking. The younger age groups that we surveyed seemed to be more neutral about the ticket office at Snowbird and the older demographics tend to be satisfied with the ticket office service at Snowbird. Also, the more children pass holders had, the more satisfied they seemed to be with the service of the ticket office. Generally, every age group was satisfied with the ski patrol service at Snowbird.

**Buying and Picking Up Season Passes**

Season pass holders thought that there was sufficient lead time for Pre-Labor Day purchases. Males generally thought that it was convenient to pick up their pass after they had purchased, and females believed it was only somewhat convenient.

**Number of Vacation Nights Spent at Snowbird**

Generally, season ticket holders do not spend any vacation nights at the Snowbird Resort. The 5-54 age group is the season ticket holders that, on average, spend the most nights at Snowbird.

**Dining and Retail Outlets**

When not skiing, season ticket holders generally do not frequent the various restaurants offered at the Snowbird Resort. Also, season ticket holders do not visit the different retail outlets located at Snowbird. The demographic that frequents these outlets the most are females ages 55 or older.

**Summer and Winter Activities**

From our research, we found that season ticket holders do not use the various summer and winter activities offered by the Snowbird resort. On average most season ticket holders are not aware that they can use unused ski days during the summer. The Snowbird customers that have held season tickets for 12 or more years tend to be more aware that they can use their unused ski days in the summer.

**Light Skiing**

The younger season ticket holders value night skiing the most and view the expansion of night skiing at Snowbird as very important. The older population of season ticket holders tends to not value this service or expansion.
Recommendations
Based on our research and conclusions our group has developed the following recommendations for the Snowbird Ski and Summer Resort:

Bonuses
- Snowbird should offer a one-time free service to consumers at the Cliff Spa who purchase season ticket passes instead of offering them a free membership to the Canyon Racquet Club or the 10% discount to the Cliff Spa.
- As far as the Mountain School goes, advertising should be focused towards the female gender.
- Snowbird could make a monthly newsletter or email of the services that are being offered and featured that month in order to inform the season ticket holders. This newsletter would inform the ticket holders of the services, the restaurants, the activities, and the shopping.
- In order to bring friends or family of those that have season tickets at Snowbird, Snowbird can offer season ticket holders a discount to have their friends or family join them for the day.

Purchase Intention for Next Season
- Snowbird could offer a re-purchase bonus for continuing a season pass in order to keep season ticket holders to continue buying passes every season.

Lift Upgrades
- We recommend that if you upgrade a lift, it would be the Peruvian Lift because season ticket holders feel that this one is the most important.

Satisfaction of Snowbird Services
- Snowbird should advertise the Mountain School more to season ticket holders because many do not use it. Advertising can state what they school offers, who they can help, prices, and how ticket holders can go about registering for the school.
- Snowbird could increase the number of shuttles rotating through the parking lots. Parking would be less if an issue of season ticket holders did not have to wait as long for a ride back and forth from the main lodge.

Number of Vacation Nights Spent at Snowbird
- Snowbird should advertise the available vacation nights at Snowbird to season ticket holders. The advertising should include the types of vacation rooms available and prices. A free meal should be offered for the season ticket holders who stay there.
Dining and Retail Outlets
- Snowbird should advertise more about their restaurants and what type of food is available in each restaurant. They should also provide directions to where the different restaurants are located because people are unaware of some of them. There can be posters posted up along the stairwells in the main lodge and the lobby.
- Advertising should be increased for the retail outlets because most of the season ticket holders do not shop there. Advertising can alert season ticket holders of the different retail outlets at Snowbird and what products are sold there. A map can also be provided to show where the outlets are located at the resort.

Summer and Winter Activities
- Advertising should be increased for both summer and winter activities. Many are unaware of these other activities, but have shown interest in some of them. The advertisements should also show them the directions to the different activities, also.
- For a summer activity, season ticket holders said that better biking trails would be an incentive for them to use Snowbird summer activities.

Night Skiing
- For those who wish to participate in night skiing, Snowbird should put up more lights in order to expand the skiing area.
APPENDIX A

Letter of Engagement
10 February, 2005

Simon Diggins, Director of Ski/Tour & Travel Sales
Snowbird Corporation
P.O. Box 929000
Snowbird, UT 84092-9000

Dear Mr. Diggins:

As a group of undergraduate marketing students from the Marriott School of Management at Brigham Young University (BYU Team), we look forward to working with you towards the completion of the Season Ticket Holder study for the Snowbird Ski and Summer Resort. The purpose of this letter is to confirm our understanding of the project scope, approach, schedule, deliverables, and fees.

Background

Snowbird Ski and Summer Resort was opened on Dec. 23, 1971 by the current owner Dick Bass. Covering 2,500 acres of land, Snowbird includes 85 runs, ten chair lifts, and one aerial tram with a mountain capacity of 16,800 skiers and snowboards per hour. Snowbird is also home to 15 restaurants and 5 bars and lounges and offers 882 rooms in four different lodges.

The last season ticket holder survey was conducted in 1996-1997. To provide some comparison, similar questions will be included in the 2004-2005 survey with additional emphasis on new selling opportunities that may be discovered in the survey, but not covered in previous years.

Engagement Scope and Objectives

The BYU Team will complete a survey to determine the attitudes, behavior, and future expectations of holders of various Snowbird season ticket programs, and to enlighten the resort for additional selling opportunities to such individuals. The study will conclude with a recommendation to proceed or not to proceed with the Season Ticket Holder project based on the expectations and satisfaction level of Snowbird season ticket holders.
Approach, Tasks, and Schedule

Our suggested approach and time frame consists of the following four phases:

*Phase 1: Information Collection and Discovery (February 7 through February 14)*

The initial information collection will consist of a focus group to determine the attitudes, behaviors and future expectations of Snowbird’s season ticket holders and to enlighten the resort or additional selling opportunities to such individuals. The work will be reviewed by Simon Biggins, Director of Ski/Tour & Travel Sales, via email, on February 25.

*Phase 2: Pro Forma Preparation and Survey (February 15 through February 28)*

Using the information obtained in Phase one, the BYU Team will execute an internet survey of 000 season ticket holders. If necessary, the BYU Team will also conduct a telephone and/or mail survey of individuals not covered in the internet survey.

*Phase 3: Analysis (March 1 through March 24)*

Based on the results of Phase 1 and 2, the BYU team will run several statistical tests on the data provide the results needed to make an accurate prediction of the attitudes, behavior and future expectations of Snowbird’s season ticket holders.

*Phase 4: Report Delivery (March 31)*

The findings, analysis, and final recommended plan of action will be submitted at this time to the Snowbird Ski and Summer Resort. The project will officially conclude with a formal oral and written report to be presented by our team to the Snowbird management at Brigham Young University. The report will be made on 31 March, 2005.

**Deliverables**

Two copies of the final written report will be delivered at the time of the final PowerPoint presentation; all of these copies will become the property of the Snowbird Corporation.

**Roles of Engagement Team and Client**

The BYU Team intends to deliver information that is reliable, representative, credible, and timely to help Snowbird complete its due diligence regarding the Season Ticket Holders of Snowbird. The consulting team includes Sarah Ishmail [team leader], Sunne Drinkwater
[market research coordinator], and Matt Conran [marketing analyst]. Mark Thomas will function as the engagement coach, and Dr. Michael Geurts, Professor of Business Management in the Marriott School of Management at BYU, will serve as the advisor for the project. In addition, external resources in the ski and summer recreation field available will be used. Critical to the success of the project will be our ability to contact and/or meet with Simon Diggins on a regular basis to obtain information and to have questions answered.

**Owner of Intellectual Property**

The Snowbird Corporation retains ownership rights to all intellectual property developed by the students as a result of their work on the Snowbird season ticket holders. All students and faculty associated with the field studies project will, at your request, sign a standard Assignment of Ownership and Nondisclosure Agreement. BYU reserves the right to retain up to 10 copies of the final report for educational purposes. Unless notified otherwise by Snowbird, one of these copies will be placed in the general reference section of the Lee Library.

**Confidentiality**

The BYU Team will make reasonable efforts to protect any confidential or proprietary information that you provide to the Team, as long as you identify such information in writing at the time that you provide it. Students and faculty will freely discuss all other information associated with the project as part of normal educational activities.

**Publications**

Faculty and students will have the right to publish and present information concerning the project. If you notify us of intellectual property rights or confidential or proprietary information which precludes complete disclosure of the project, we will work with you to provide for both protection of rights and appropriate publication. Of course, we will not disclose your confidential information in any such publication.

**Warranty Disclaimer**

The project is an educational program designed to help students learn the practice of business consulting. Students are not, however, considered employees nor agents of BYU. While the team will work in good faith to provide a quality project, there is no promise of success. Accordingly, BYU, its trustees, employees, agents, and students make no warranties, express or implied, as to the condition, accuracy, originality, merchantability, or fitness for any particular purpose of any work performed, advice given or intellectual property developed in the program and provide the work performed on an as is basis. Further, Snowbird agrees through its participation in the program that BYU will not be liable for incidental or consequential damage or of lost profits, even if BYU is advised of the possibility of such damages.

**Indemnity**
nowbird is to assume all risks and responsibility with respect to its use of the work and research provided to you under this agreement, and agree to indemnify and hold harmless BYU, its trustees, employees, agents, and students from any claim or liability, including reasonable attorneys fees, arising from Snowbird’s use of the work or research provided to you.

**Status Reporting**

Every two weeks, beginning the week of 14 February 2005, we will submit an electronic progress report (email) that reviews the achievements to date and gives the plan for the following two weeks. The reports will also evaluate compliance with the project goals and objectives.

**Fees**

The fee for the team's work is $500, plus any ordinary expenses. Ordinary expenses include the cost of materials for the preparation of the written report, telephone, and any other costs pre-approved by Snowbird. Payment of $500, payable to the Marriott School of Management, is due upon delivery of this project. The ordinary expenses of the project will be paid by Snowbird within 15 days of billing.

**Team Professional Profile and Contacts**

If you have any concerns or questions, please feel free to contact Sarah Ishmail or Mark Thomas; the telephone numbers or e-mails listed below.

ark_thomas@byu.edu
rahsoyaya@hotmail.com

We look forward to working with you on this important endeavor. Please sign below, evidencing your agreement to, and approval of the terms of this engagement letter. An original executed copy of this letter should then be returned to Mark Thomas at the following address:

ark Thomas
Rigby, Young University
87 TNRB
Provo, Utah 84602

Sincerely,
Accepted by:

Signature: ___________________________ Date:__________________

Authorized Representative of Snowbird Ski and Summer Resort

Print Name and Title: ___________________________
APPENDIX B
Main Survey
Because the survey to Snowbird season ticket holders was done over the internet and contained several drop down lists, we saved the survey on the CD located on the back cover of the project.
Raw Data

All of the data used in the assemblage of this marketing research project is found on the CD that can be found on the back cover of this project. All of the data can be read using the Microsoft Excel program.